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*Training* 3

DD/S 72-3152

10 AUG 1972

MEMORANDUM FOR: Director of Training

Hugh:

On 9 August Mr. Colby discussed with me the Senior Seminar stimulated by your draft paper and a covering note by which I had informally sent it to him. He agreed with much of the thrust of the paper. He did not agree that it would be impossible to conduct a program on a once-a-year basis although he granted that the Seminar would suffer somewhat by not having a discrete staff responsible for it.

I told Mr. Colby that we were distressed by the decision because it seemed based on only one view and without allowing for discussion of other ideas and also because it shattered what we understood to be the policy drive for executive development and leadership training with the Seminar as the pinnacle or capstone. He disagreed that the decision was based only on one view noting his belief that both DD/I and DD/P representatives at the Deputies Meeting protested their inability to produce an adequate number of candidates for two seminars each year. (He also felt that A/DD/P had articulated well a protest that directorates should not have to respond to the convenience of the training process instead of vice versa.) He did agree that there was an inconsistency between this decision and the move toward executive development.

Mr. Colby is not inclined to reopen the Seminar discussion per se but rather desires that we finalize the whole executive/leadership development program including training showing the Senior Seminar as the "must" and relegating external training to the subordinate or "nice to have" category. Mr. Colby said that he firmly believes that

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the external training pattern must be changed and that he is prepared to hit hard the lack of real utility and value to the Agency of these extended courses such as the military schools. He visualizes programming individuals into the Senior Seminar and other such essential courses 1, 2 or 3 years ahead of actual attendance.

This obviously gives further impetus to the necessity to complete the work which you, your people, Harry Fisher and his people have been doing on executive development and related matters. (We will get your paper back after Mr. Colby has shown it to General Walters.)

/s/ John W. Coffey

John W. Coffey  
Deputy Director  
for Support

cc: D/Personnel

DD/S:JWC:llc (10 August 1972)

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